



# CHAPTER 05

## FUNCTIONAL AREA SERVICE DELIVERY REPORTING

# Office of the Municipal Manager

## 5.1

### Table of Contents

#### 5.1. Municipal Manager's Office

##### 5.1.1. Summary Information

##### 5.1.2. Detail Information

##### 5.1.2.1. Legal Services Detail

##### 5.1.2.2. IDP Detail

##### 5.1.2.3. Internal Auditors Detail

##### 5.1.2.4. Town Services

### Municipal Manager's Office



Kubheka, Thusi Hezekiel  
Municipal Manager



Bouwer, Johannes Renieris  
Assistant Director  
Town Services



Thulare, Knowledge Jerry  
Assistant Director  
IDP














Not Present  
Internal Auditors



De Lange, Jan Jacobus  
Assistant Director  
Legal Services




## 5.1.1 - Summary Information

**Function:** Msukaligwa Municipality  
**Sub:** Office of the Municipal Manager

Reporting Level	Detail	Total
<b>Overview</b>	<p>This department focuses on IDP, Economic development, town and regional issues, etc. The IDP office has been established comprising of the Municipal Manager as the IDP Manager, IDP Co-ordinator, Admin. Officer and Secretary. As accounting officer of the municipality, the Municipal Manager is responsible and accountable for the overall municipality's administration in terms of Chapter 7 of Local Government Municipal Systems Act, 32 of 2000.</p> <p>The Municipal Manager is responsible for the management and co-ordination of the preparation and of the IDP process which include but not limited to the following:</p> <ul style="list-style-type: none"> <li> Responsible for the day to day management of the planning process and ensuring that timeframes are being adhere to and resources are and managed effectively and efficiently;</li> <li> Co-ordinate the involvement of all different role players;</li> <li> Ensuring the horizontal and vertical alignment in the process, including Sectors;</li> <li> Ensure that the links between the processes of performance management, monitoring, evaluation and review are maintained;</li> <li> Ensuring compliance with National and Provincial requirements, legislations and IDP Guide Packs;</li> <li> Ensure appropriate participation;</li> <li> Ensure proper documentation of outcomes;</li> <li> Chairing the Steering Committee, Extended Technical Committee; and Management of consultants.</li> </ul> <p style="text-align: center;"><b>Kubheka, Thusi Hezekiel</b> Municipal Manager</p>	
Description of the Activity:	<p><b>Administrative Functions</b>  The following management team is responsible for several functions as indicated, and accordingly forming part of the financial department.</p>	
1.	<p><b>Legal Services:</b></p> <p style="text-align: center;"><b>Mr. Jan de Lange</b> Legal Advisor</p> <p>Responsible for all legal matters pertaining to all departments and services in the Msukaligwa Municipality. This function also ensures policy development and adherence to National statutory law and Municipal by-laws. Contract development and drafting is a main deliverable of this function.</p> <p><b>The strategic objectives of this function are to:</b></p> <ul style="list-style-type: none"> <li> Review of Municipal By-Laws</li> <li> Re-Alignment and development of contractors database</li> <li> Development of electronic delegation register</li> <li> Re-Alignment and implementation of Municipal disciplinary codes and actions</li> </ul> <p><b>The key issues for 2007/08 are:</b></p> <ul style="list-style-type: none"> <li> Statutory and Legal act compliance</li> </ul>	
2.	<p><b>IDP Office:</b></p> <p style="text-align: center;"><b>Mr. Thulare, Knowledge Jerry</b> IDP Coordinator</p> <p>This section is responsible for compiling, drafting, and coordinating of activities of the Integrated Development Plan for the municipality.</p> <p><b>The strategic objectives of this function are to:</b></p> <p>Ensure that a formal, written and Council approved IDP in terms of the Municipal Systems Act is compiled before the 30<sup>th</sup> June every while also ensuring that comments received from public and all stakeholders in accordance with applicable legislation are incorporated into the final approved IDP.</p> <p>Ensure alignment of all National, Provincial and District developmental programmes, guidelines and priorities into the</p>	

municipality's IDP in terms of the IGR framework and all other applicable legislations annually.

**The key issues for 2007/08 are:**

-  Lack of key Sector Plans within our IDP due to financial constraints.
-  Credibility of our IDP compromised as result of lack of key sector plans.
-  Insufficient capacity (training) to develop the IDP

3.



**Internal Auditors Section:**

**Ms. Zinhle Zamisa**



**Internal Auditor**

Provide an independent and objective assurance and is designed to add value and improve the municipality's operations. It helps the municipality accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and the governance process

**The strategic objectives of this function are to:**

-  To assist the Municipal Manager and management to meet their objectives and to discharge their responsibilities
-  To provide an independent appraisal of the adequacy and effectiveness of the controls set up by management to help run the respective Directorates

**The key issues for 2007/08 are:**

-  Budget to facilitate a value adding operational plan
-  Employment of in-house internal audit staff

4.











**Town Services:**

**Mr. Bouwer, Johannes Renieris**







**Assistant Director**

Responsible for development and maintenance of the Msukaligwa GIS [Graphical Information System]. This function also ensures correct and legal compliance to building regulations and subsequent inspection and approvals of building plans. Consolidation and sub division of stands throughout the Municipal region is also a key deliverable of this function. This function's main responsibility is the development and implementation of the Spatial Development and town planning strategy.



**The strategic objectives of this function are to:**

-  Ensure spatial Development and implementation
-  Continuous development of GIS system
-  Continuous GIS MIS system implementation
-  Control of expenditure of allocated budget on a weekly basis
-  Verify data capturing
-  Approval of building plans in time
-  Inspection of all phases as per approved plan in set time frames
-  Correct and relevant information to Council
-  Authentic information in data basis
-  ITGIS risk management

**The key issues for 2007/08 are:**



















-  Budget constraints
-  Personnel shortages
-  Outdated and old equipment
-  Outdated and slow approval rate from the Surveyor General
-  Integration with Financial system and others
-  Functional Web-site approval of building plans

**Solving the key issues**

-  Proper management of all available resources
-  Constant monitoring and re-alignment of resources

### 5.1.2.1 - Detail Information








**Function:** Msukaligwa Municipality  
**Sub:** Municipal Manager's Office  
**Sub Function:** Legal Services

Reporting Level	Detail	Total				
Overview:	Provides professional legal guidance, advice and opinion and supports processes to monitor compliance and control procedural applications through assessment and analysis of the status of implementation and application of policies, agreements and by-laws, researching case law, judgements and commentaries explaining the purpose and intent and/or interpretation and, providing guidance on terminology and legal applications relating to discussions, resolutions and/ or the drafting of contractual rights and obligations in order to ensure risks are controlled and intent embodied in legal prescripts and law upheld.					
Description of the Activity:	<p><b>The function of legal services within the municipality is administered as follows and includes:</b></p> <ul style="list-style-type: none"><li> Monitoring and maintaining compliance.</li><li> Research</li><li> Legal interpretation and opinion</li><li> Reports and Records</li></ul> <p><b>These services extend to include <i>Msukaligwa Municipal region</i>, but do not take account of <i>GSDM Municipal region</i> which resides within the jurisdiction of <i>Provincial government</i>. The municipality has a mandate to:</b></p> <ul style="list-style-type: none"><li> To procure on all needs and projects of which the municipality receive direct grants as well as from internal funds.</li></ul>					
Analysis of the Function:	<p><b>The strategic objectives of this function are to:</b></p> <ul style="list-style-type: none"><li> By-Law Development</li><li> Policy Development</li><li> Contract Management</li><li> Litigation Management</li><li> Creation of Delegation Register</li><li> Legal Opinions and advice</li></ul> <p><b>The key issues for 2007/08 are:</b></p> <ul style="list-style-type: none"><li> Provide legal advice to council on labour relations matters</li><li> Draft contracts and service level agreements for council</li><li> Interpret legislation to ensure compliance</li></ul> <p><b>Numbers and costs to the employer of all Legal Services Staff:</b></p> <ul style="list-style-type: none"><li> Legal Advisor</li></ul> <table><tr><td>Total Costs:</td><td>1</td><td>279 388</td></tr></table>			Total Costs:	1	279 388
Total Costs:	1	279 388				
Key Performance Area	Performance During the Year, Performance Targets Against Actual Achieved and Plans to Improve Performance	Current	Target			
Achievements	<ul style="list-style-type: none"><li> Development of Delegation Register</li><li> Development of Contract Management System</li><li> Strategic support and advice to the Municipal Manager and Departments</li></ul>	100% 100% 100%	100% 100% 100%			

### 5.1.2.2 - Detail Information

**Function:** Msukaligwa Municipality  
**Sub:** Municipal Manager's Office  
**Sub Function:** IDP Office

Reporting Level	Detail	Total																																																	
Overview:	To manage the Municipality's Integrated Development Plan processes and development.																																																		
Description of the Activity:	<p><b>The function of IDP within the municipality is administered as follows and includes:</b></p> <ul style="list-style-type: none"><li>🏠 Compiling of the five year IDP document</li><li>🏠 Annual review of the of the IDP document</li><li>🏠 Engage in public consultative process during development and review of the IDP.</li><li>🏠 Incorporate community and stakeholders needs/inputs into the IDP in accordance with the applicable guidelines.</li><li>🏠 Submit draft IDP document to Council for consideration</li><li>🏠 Publish the draft IDP document for public inspection and comments</li><li>🏠 Coordinate and attend sittings of the IDP representative forums.</li><li>🏠 Alignment of the National, Provincial and District programmes/projects with the IDP.</li><li>🏠 Submit final IDP to Council for approval.</li></ul> <p><b>These services extend to include <i>Msukaligwa Municipal region</i>, but do not take account of <i>GSDM Municipal region</i> which resides within the jurisdiction of <i>Provincial government</i>. The municipality has a mandate to:</b></p> <ul style="list-style-type: none"><li>🏠 To plan, draft, adopt and annually review its Integrated Development Plan which IDP must seek to achieve the objects of local government set out in section 152 of the Constitution.</li></ul>																																																		
Analysis of the Function:	<p><b>The strategic objectives of this function are to:</b></p> <ul style="list-style-type: none"><li>🏠 Compile a five year IDP document in terms of the Municipal Systems Act, 2000.</li><li>🏠 Review the IDP document annually as required in terms of the MSA.</li><li>🏠 Ensure public and stakeholders participation during the development of the IDP.</li></ul> <p><b>The key issues for 2007/08 are:</b></p> <ul style="list-style-type: none"><li>🏠 Lack of key Sector Plans within our IDP due to financial constraints.</li><li>🏠 Credibility of our IDP compromised as result of lack of key sector plans.</li><li>🏠 Insufficient capacity (training) to develop the IDP</li></ul> <table><tr><td colspan="2"><b>Numbers and costs to the employer of the IDP Staff:</b></td><td></td><td></td></tr><tr><td>🏠 IDP Coordinator</td><td></td><td>1</td><td>163 962.53</td></tr><tr><td>🏠 Admin officer</td><td></td><td>1</td><td>209 277.12</td></tr><tr><td>🏠 Secretary</td><td></td><td>1</td><td>176 927.56</td></tr><tr><td>🏠 Data Capture</td><td></td><td>0</td><td>0</td></tr><tr><td colspan="2"><b>Total Costs:</b></td><td><b>3</b></td><td><b>550 167.21</b></td></tr><tr><td colspan="2"><b>General Expenditure</b></td><td></td><td></td></tr><tr><td>🏠 Conference and Delegations: 1350601110343</td><td></td><td>22468.99</td><td>26 383.00</td></tr><tr><td>🏠 Consumable Assets: 1350601110346</td><td></td><td>131.86</td><td>551.00</td></tr><tr><td>🏠 Entertainment (refreshments): 1350601110430</td><td></td><td>2667.99</td><td>5 512.00</td></tr><tr><td>🏠 Printing and Stationery: 1350601110855</td><td></td><td>893.12</td><td>10 000.00</td></tr><tr><td colspan="2"><b>Total Costs:</b></td><td><b>26161.96</b></td><td><b>42446.00</b></td></tr></table>			<b>Numbers and costs to the employer of the IDP Staff:</b>				🏠 IDP Coordinator		1	163 962.53	🏠 Admin officer		1	209 277.12	🏠 Secretary		1	176 927.56	🏠 Data Capture		0	0	<b>Total Costs:</b>		<b>3</b>	<b>550 167.21</b>	<b>General Expenditure</b>				🏠 Conference and Delegations: 1350601110343		22468.99	26 383.00	🏠 Consumable Assets: 1350601110346		131.86	551.00	🏠 Entertainment (refreshments): 1350601110430		2667.99	5 512.00	🏠 Printing and Stationery: 1350601110855		893.12	10 000.00	<b>Total Costs:</b>		<b>26161.96</b>	<b>42446.00</b>
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Key Performance Area	Performance During the Year, Performance Targets Against Actual Achieved and Plans to Improve Performance	Current	Target																																																
Compilation of a formal, written and Council approved revised IDP	🏠 The IDP review Process Plan with community participation programme was compiled and approved by Council.	100% Completed	31 Aug 2006 LM 87/08/2006																																																
	🏠 Conduct community and stakeholders consultative meeting	100% Completed	Sept – Oct 2006																																																
	🏠 IDP Representative Forum meeting was held	50%, 1 of 2 meetings	March 2008																																																

	 IDP Steering Committee Meetings were held	held 100% or 4 meetings held	Aug-07 Jan-08 Feb-08 May-08
	 Analyse, prioritize and Incorporate Community needs/inputs obtained during community consultations into the IDP	100%	Jan/Feb 2007
	 Alignment of programmes and projects with sector department	MANCOM meetings GSDM	Jul – Jun 2008
	 Draft IDP to Council for adoption	100%	29 March 2007 LM 224/03/2007
	 Draft IDP out for public comments and back for final updating and report to Representative Forum	100%	05 April 2007
	 Approval of the final IDP document by Council	100%	29 May 2007
	 The IDP review Process Plan with community participation programme was compiled and approved by Council.	100% Completed	31 Aug 2006 LM 87/08/2006

### 5.1.2.3 - Detail Information









































**Function:** Msukaligwa Municipality  
**Sub:** Municipal Manager's Office  
**Sub Function:** Internal Auditors






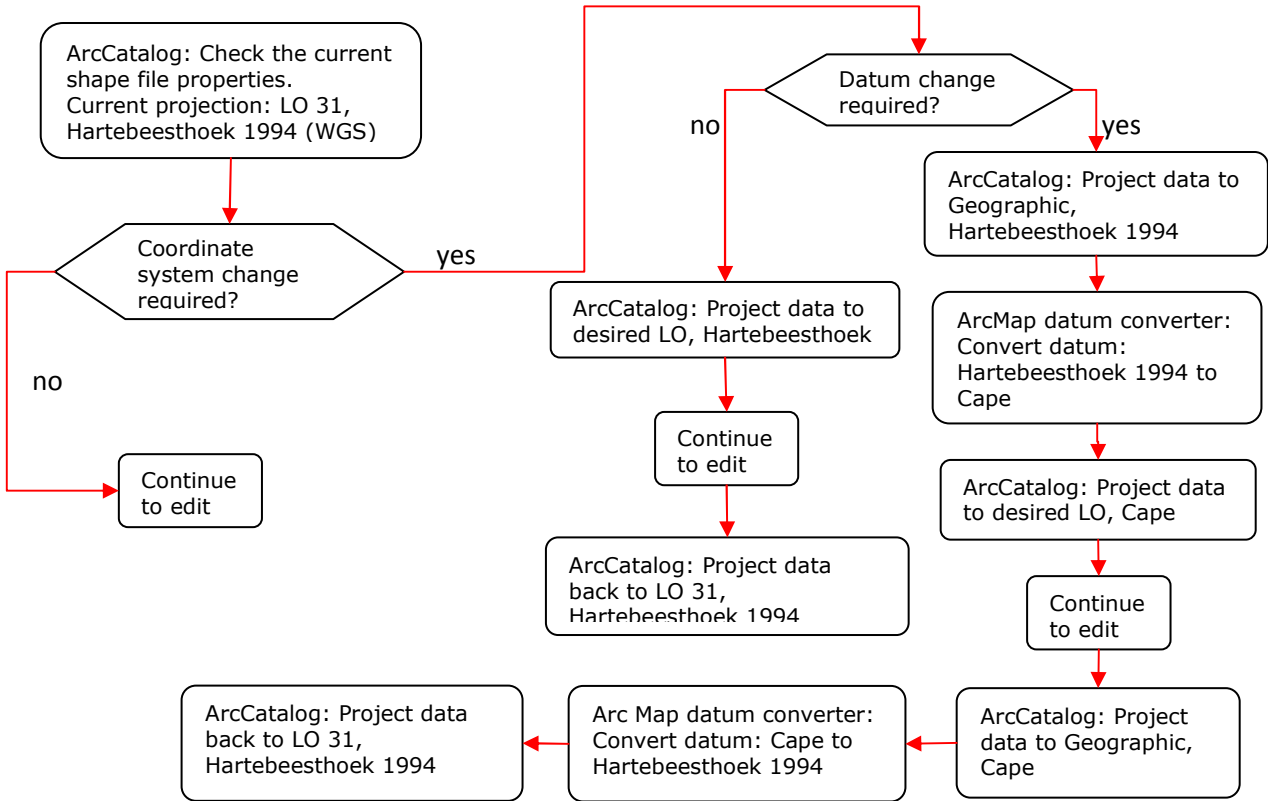
Reporting Level	Detail	Total																
Overview:	Provide an independent and objective assurance and is designed to add value and improve the municipality’s operations. It helps the municipality accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and the governance process																	
Description of the Activity:	<b>The function of the internal audit department is to determine whether the Municipality’s network of risk management, internal control, and governance processes, as designed and represented by management, is adequate and functioning in a manner to ensure:</b> <ul style="list-style-type: none"><li> Risks are appropriately identified and managed;</li><li> Interaction with various governance groups occurs as needed;</li><li> Significant financial, managerial and operating information is accurate, reliable and timely;</li><li> Employees actions are in compliance with policies, standards, procedures and applicable laws and regulations;</li><li> Resources are acquired economically, used efficiently, and adequately protected;</li><li> Programs, plans and objectives are achieved;</li><li> Quality and continuous improvement are fostered in the organisations control process; and</li><li> Significant legislative or regulatory issues impacting the organisation are recognised and addressed appropriately.</li></ul>																	
Analysis of the Function:	<b>The strategic objectives of this function are to:</b> <ul style="list-style-type: none"><li> To assist the Municipal Manager and management to meet their objectives and to discharge their responsibilities</li><li> To provide an independent appraisal of the adequacy and effectiveness of the controls set up by management to help run the respective Directorates</li></ul> <b>The key issues for 2007/08 are:</b> <ul style="list-style-type: none"><li> Budget to facilitate a value adding operational plan</li><li> Employment of in-house internal audit staff</li></ul> <b>Numbers and costs to the employer of all Legal Services Staff:</b> <table><tr><td> Outsourced Internal audit function</td><td></td><td>389 314</td></tr><tr><td> Employed the following staff internally (February 2008):</td><td></td><td></td></tr><tr><td>➤ Senior Internal Auditor</td><td>1</td><td>60 424.05</td></tr><tr><td>➤ Junior Internal Auditor</td><td>1</td><td>45 667.70</td></tr><tr><td><b>Total Costs:</b></td><td></td><td>495 405.75</td></tr></table>			Outsourced Internal audit function		389 314	Employed the following staff internally (February 2008):			➤ Senior Internal Auditor	1	60 424.05	➤ Junior Internal Auditor	1	45 667.70	<b>Total Costs:</b>		495 405.75
Outsourced Internal audit function		389 314																
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➤ Senior Internal Auditor	1	60 424.05																
➤ Junior Internal Auditor	1	45 667.70																
<b>Total Costs:</b>		495 405.75																
Key Performance Area	Performance During the Year, Performance Targets Against Actual Achieved and Plans to Improve Performance	Current	Target															
Facilitate a risk assessment workshop and provide a report on the risk identified	Risk Assessment performed and risks reported to management.	100%	100%															
Prepare a one year internal audit plan and three strategic audit plan	One year internal audit plan and three strategic audit plan prepared	100%	100%															
Carry out one year audit plan	Performed work as determined in the operational plan and reported thereon to management	100%	100%															



### 5.1.2.4 - Detail Information

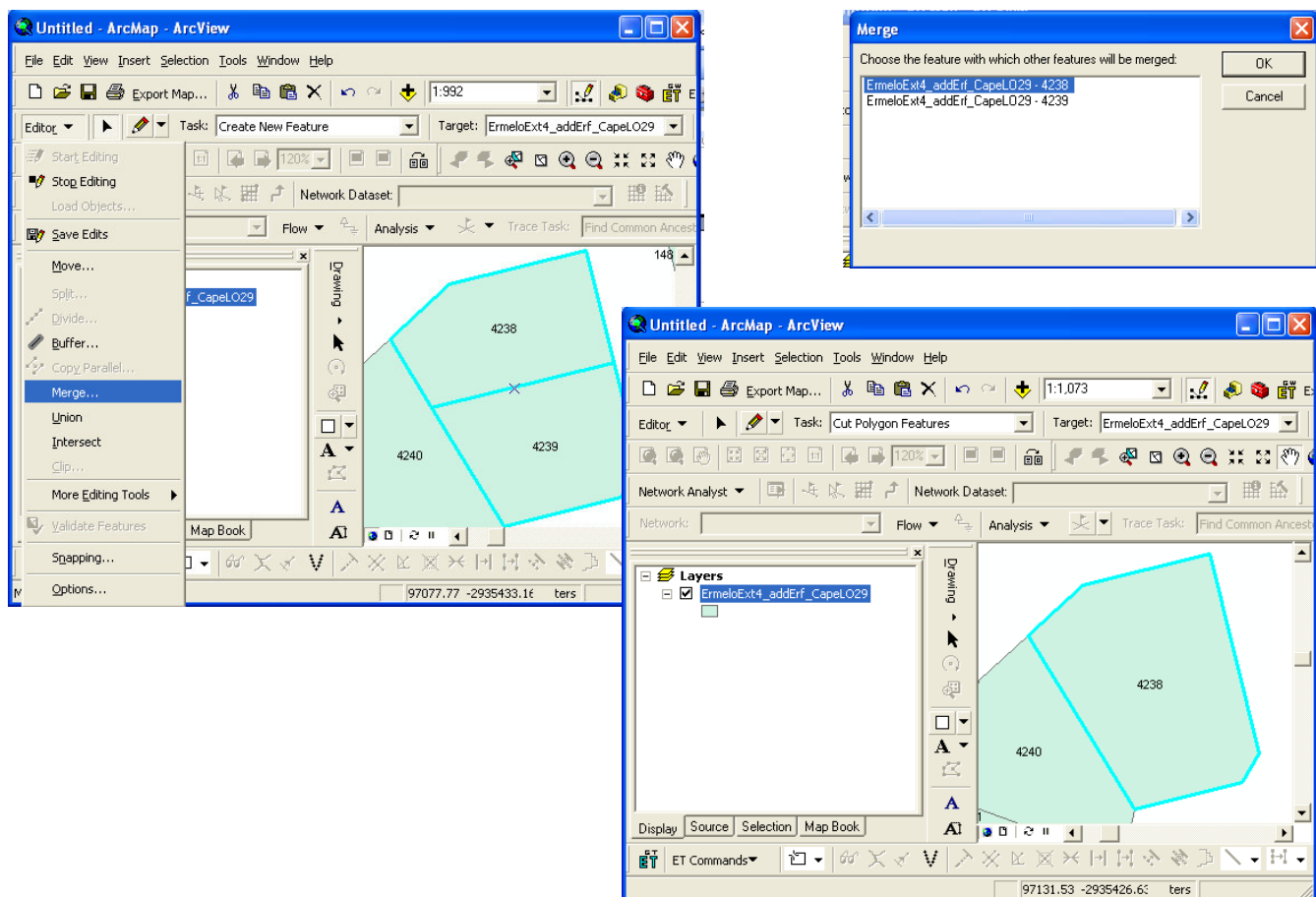
**Function:** Msukaligwa Municipality  
**Sub:** Municipal Manager's Office  
**Sub-Function:** Town Services

Reporting Level	Detail	Total												
Overview:	Spatial framework development, monitoring & updating of special framework, geographic information systems and manage information systems and the management and control of building inspectorate.													
Description of the Activity:	<p><b>These services extend to include <i>Msukaligwa Municipality</i>, but do not take account of <i>GSDM Municipality</i> which resides within the jurisdiction of <i>Provincial</i> government. The municipality has a mandate to:</b></p> <ul style="list-style-type: none"><li> Approval of plans</li><li> Building inspections</li><li> Development of Geo data base</li><li> Development of websites</li><li> Upgrade of all GIS technology</li><li> Upgrade, design and populate new data base</li><li> Implement dynamic links to external systems</li><li> Integrate GIS with other systems</li><li> Development and maintenance of the Msukaligwa GIS [Graphical Information System].</li><li> Correct and legal compliance to building regulations</li><li> Subsequent inspection and approvals of building plans</li><li> Inspection of building construction as per approved plans</li><li> Consolidation and sub division of stands throughout the Municipal region</li><li> Development and implementation of the Spatial Development Plan</li><li> Town planning strategy</li><li> Data capturing: Properties in Msukaligwa</li></ul> <p><b>The strategic objectives of this function are to:</b></p> <ul style="list-style-type: none"><li> Ensure spatial Development and implementation</li><li> Continuous development of GIS system</li><li> Continuous GIS MIS system implementation</li><li> Control of expenditure of allocated budget on a weekly basis</li><li> Verify data capturing</li><li> Approval of building plans in time</li><li> Inspection of all phases as per approved plan in set time frames</li><li> Correct and relevant information to Council</li><li> Authentic information in data basis</li><li> ITGIS risk management</li></ul> <p><b>The key issues for 2007/08 are:</b></p> <ul style="list-style-type: none"><li> Budget constraints</li><li> Personnel shortages</li><li> Outdated and old equipment</li><li> Outdated and slow approval rate from the Surveyor General</li><li> Integration with Financial system and others</li><li> Functional Web-site approval of building plans</li></ul> <p><b>Solving the key issues</b></p> <ul style="list-style-type: none"><li> Proper management of all available resources</li><li> Constant monitoring and re-alignment of resources</li></ul>													
Analysis of the Function:	<p><b>Number and cost to employer of all personnel associated with Town Services:</b></p> <ul style="list-style-type: none"><li> Professional (Engineers/Consultants)</li><li> GIS administrator</li><li> Town planner</li><li> Chief building inspector</li><li> Building Inspectors</li><li> Admin clerk</li></ul>	<table><tr><td>1</td><td></td></tr><tr><td>1</td><td></td></tr><tr><td>1</td><td></td></tr><tr><td>1</td><td></td></tr><tr><td>1</td><td></td></tr><tr><td>1</td><td></td></tr></table>	1		1		1		1		1		1	
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	 Contract	Total Costs:	1	1 238 668
	<b>Projects:</b>  Data Capturing  Spatial Development  MMIS			250 000 3 100 000 430 000
Key Performance Area	Performance During the Year, Performance Targets Against Actual Achieved and Plans to Improve Performance		Current	Target
Progress and Achievements	 Data Capturing		100%	Ongoing
<p style="text-align: center;"><b>GIS GPS data Coordination workflow</b></p>  <pre> graph TD     Start([ArcCatalog: Check the current shape file properties. Current projection: LO 31, Hartebeesthoek 1994 (WGS)]) --&gt; Decision1{Coordinate system change required?}     Decision1 -- no --&gt; Continue1[Continue to edit]     Decision1 -- yes --&gt; ArcCatalog1[ArcCatalog: Project data to desired LO, Hartebeesthoek]     ArcCatalog1 --&gt; Continue2[Continue to edit]     Continue2 --&gt; ArcCatalog2[ArcCatalog: Project data back to LO 31, Hartebeesthoek 1994]     Decision1 -- yes --&gt; Decision2{Datum change required?}     Decision2 -- no --&gt; ArcCatalog3[ArcCatalog: Project data to desired LO, Cape]     ArcCatalog3 --&gt; Continue3[Continue to edit]     Continue3 --&gt; ArcCatalog4[ArcCatalog: Project data to Geographic, Cape]     ArcCatalog4 --&gt; Converter1[Arc Map datum converter: Convert datum: Cape to Hartebeesthoek 1994]     Converter1 --&gt; ArcCatalog5[ArcCatalog: Project data back to LO 31, Hartebeesthoek 1994]     Decision2 -- yes --&gt; ArcCatalog6[ArcCatalog: Project data to Geographic, Hartebeesthoek 1994]     ArcCatalog6 --&gt; Converter2[ArcMap datum converter: Convert datum: Hartebeesthoek 1994 to Cape]     Converter2 --&gt; ArcCatalog7[ArcCatalog: Project data to desired LO, Cape]     ArcCatalog7 --&gt; Continue4[Continue to edit]     Continue4 --&gt; ArcCatalog8[ArcCatalog: Project data to Geographic, Cape]     ArcCatalog8 --&gt; Converter3[Arc Map datum converter: Convert datum: Cape to Hartebeesthoek 1994]     Converter3 --&gt; ArcCatalog9[ArcCatalog: Project data back to LO 31, Hartebeesthoek 1994] </pre>				

Continue next Page

## Consolidation of existing stands to new stand



## Property Calculations and vectoring

